Team Slides for DCSD BOE

Gib Kerr

EMERGENETICS® | GROUP

DCSD BOE - 2022-06-01
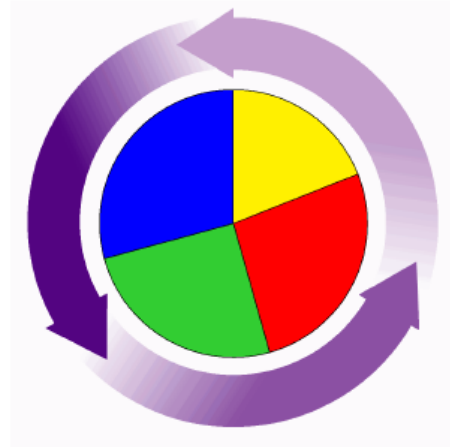
HOW YOU THINK: PERCENTAGES

ANALYTICAL = 29%
- Clear thinker
- Logical problem solver
- Data driven
- Rational
- Learns by mental analysis

CONCEPTUAL = 19%
- Imaginative
- Intuitive about ideas
- Visionary
- Enjoys the unusual
- Learns by experimenting

STRUCTURAL = 25%
- Practical thinker
- Likes guidelines
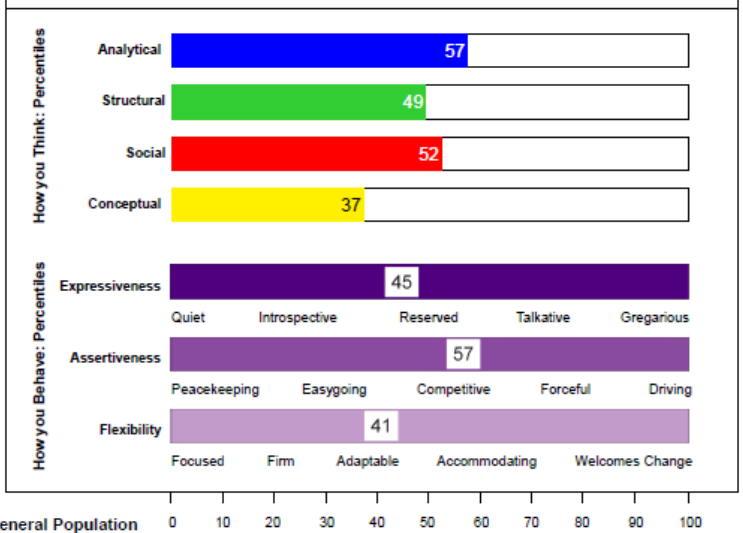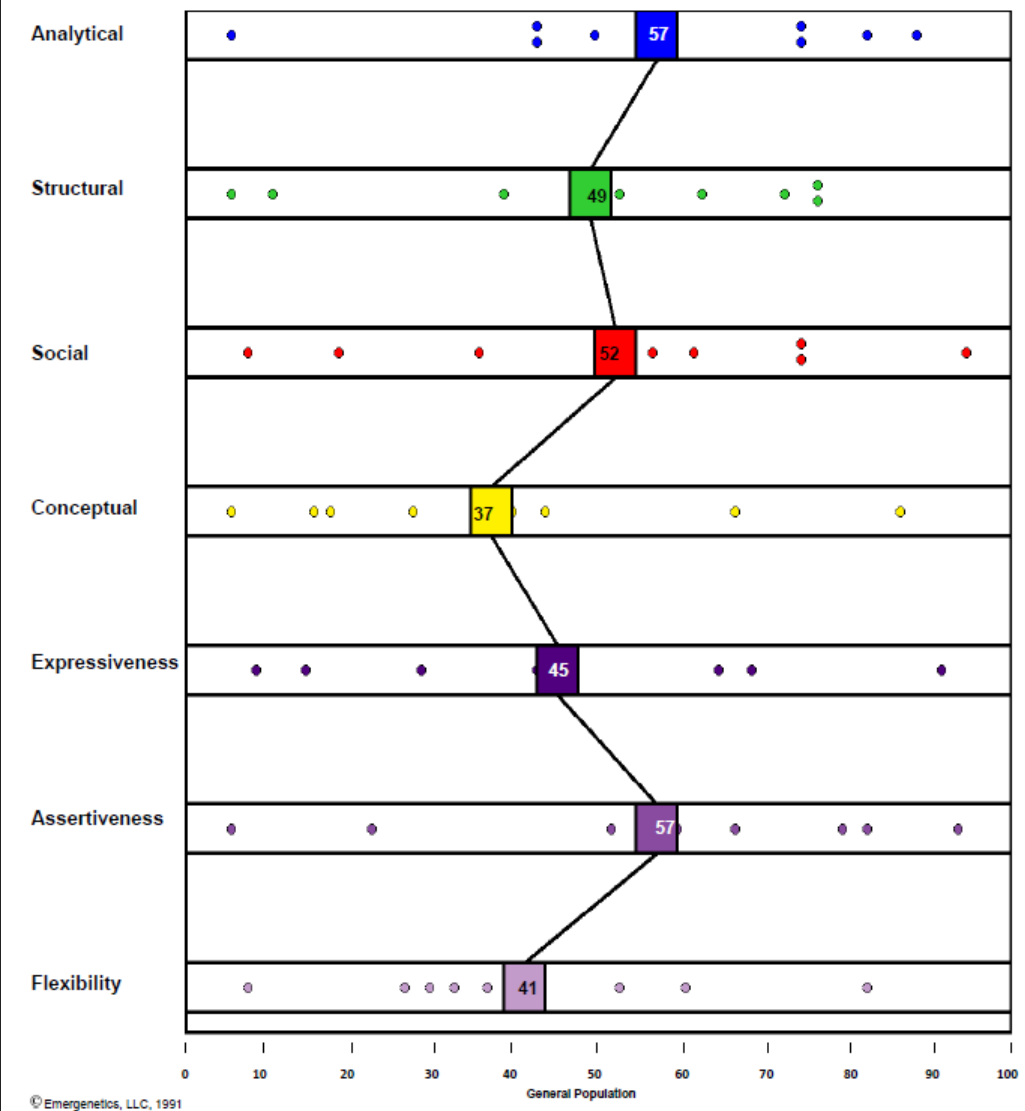- Cautious of new ideas
- Predictable
- Learns by doing

SOCIAL = 27%
- Relational
- Intuitive about people
- Socially aware
- Empathic
- Learns from others
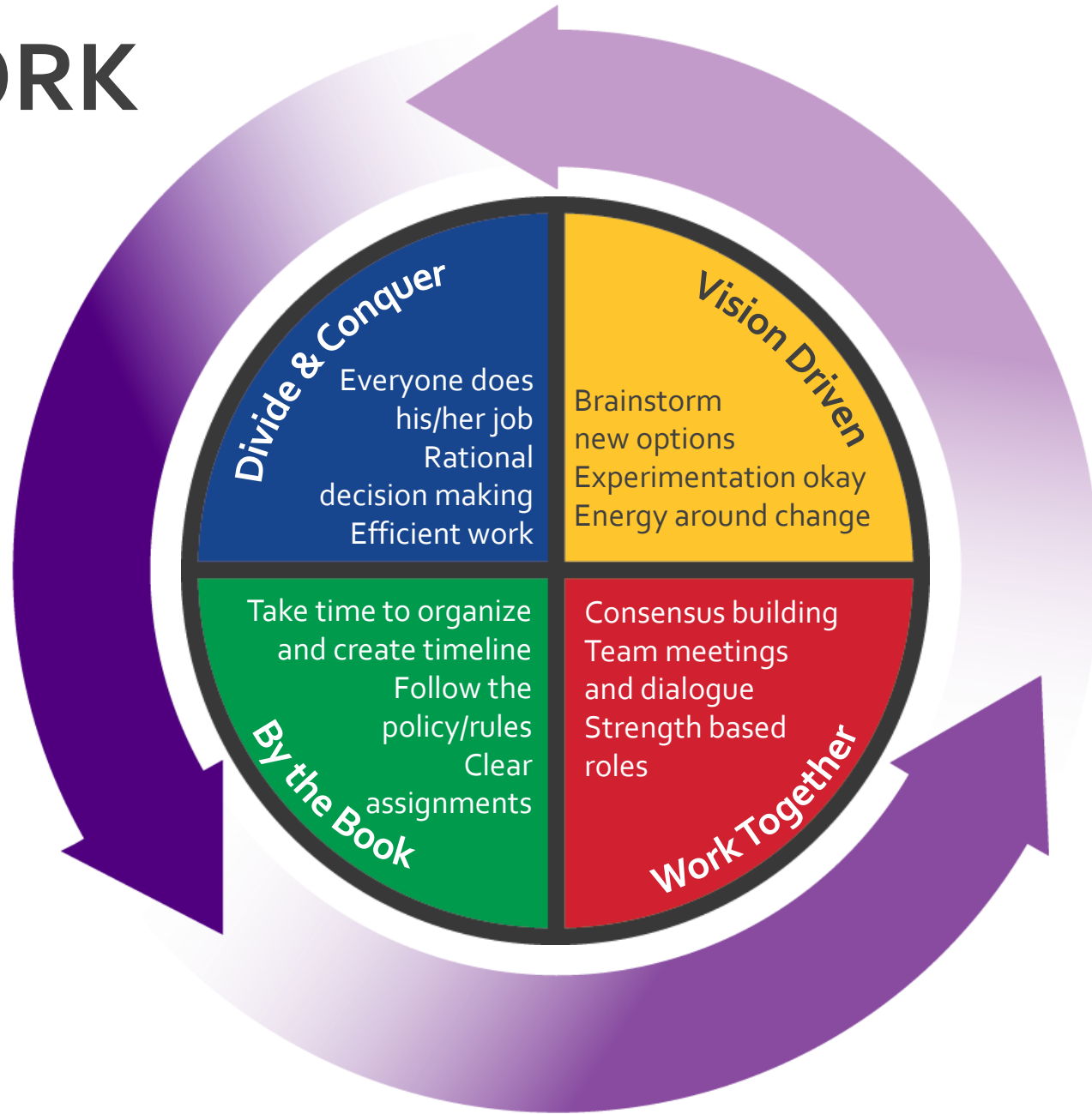
HOW GROUP COMPARES TO THE GENERAL POPULATION

How you Think: Percentiles

Trait	Score
Analytical	57
Structural	49
Social	52
Conceptual	37

How you Behave: Percentiles

Expressiveness: 45
Quiet — Introspective — Reserved — Talkative — Gregarious

Assertiveness: 57
Peacekeeping — Easygoing — Competitive — Forceful — Driving

Flexibility: 41
Focused — Firm — Adaptable — Accommodating — Welcomes Change

General Population: 0 10 20 30 40 50 60 70 80 90 100

Emergenetics® Combined Scores

DCSD BOE - 2022-06-01

Trait	Score
Analytical	57
Structural	49
Social	52
Conceptual	37
Expressiveness	45
Assertiveness	57
Flexibility	41

General Population: 0 10 20 30 40 50 60 70 80 90 100

TEAMWORK

Divide & Conquer
Everyone does his/her job
Rational decision making
Efficient work

Vision Driven
Brainstorm new options
Experimentation okay
Energy around change

By the Book
Take time to organize and create timeline
Follow the policy/rules
Clear assignments

Work Together
Consensus building
Team meetings and dialogue
Strength based roles

WHOLE EMERGENETICS TEAM

WEteam™
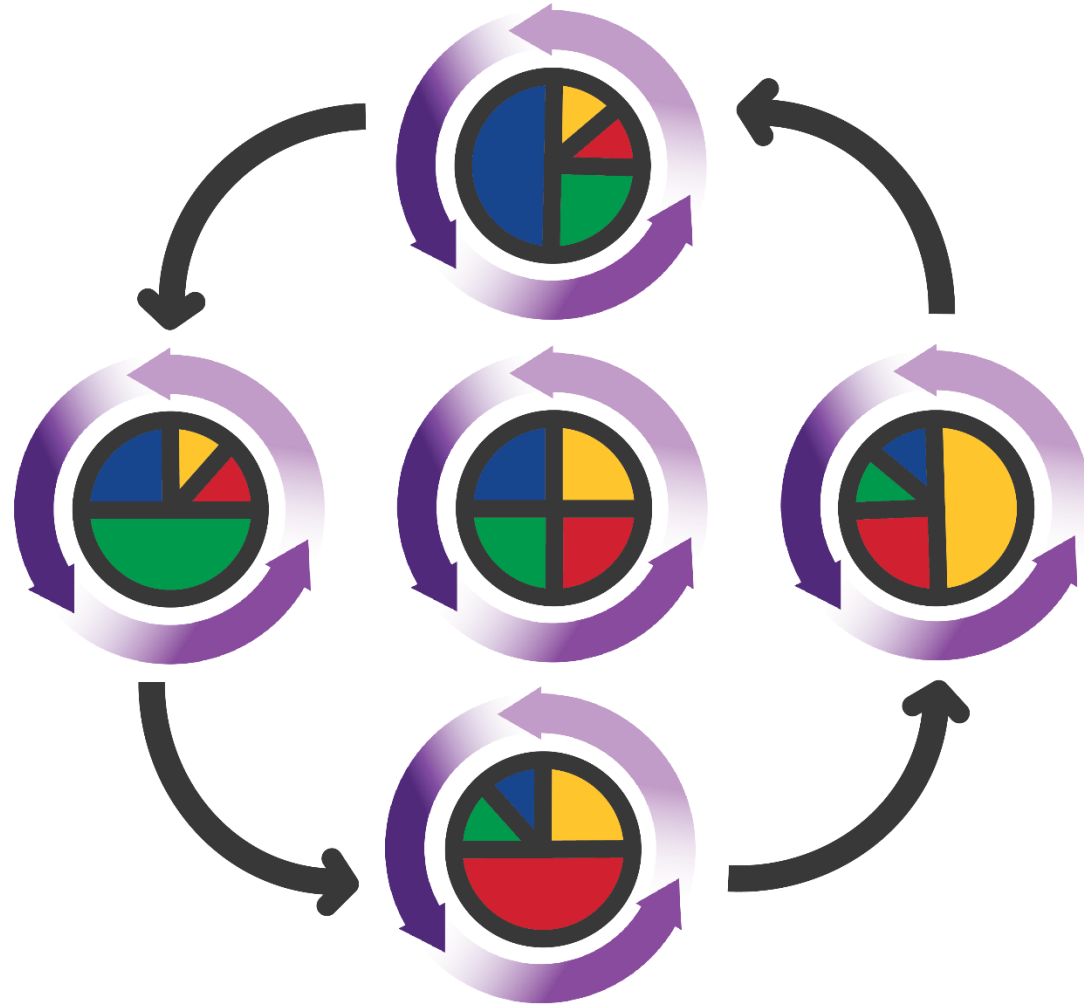
Innovative & Productive Teams

Competence

WEteam™

Climate

High Performing Team Members:

- Share Common Goals and Commitments

- Are Interdependent
  - They Need Each Other To Be Successful

- Are Mutually Accountable

They Have Trust IN As Well As Trust One Another

The Thinking Attributes and Trust

📊 Analytical

Prefers rational thought and level-headed problem solving.

Builds Trust:
- Research topics in advance.
- Use reliable data from credible sources to support facts and conclusions.
- Provide broad, yet accurate, summaries.
- Provide ideas that enhance values.

Breaks Trust:
- Inaccurate data or careless assumptions.
- Only revealing data that supports the endorsed decision/conclusion.
- Guessing.
- Moving forward with unclear direction or continuing when someone has expressed doubt.

💡 Conceptual

Combines intuitive thought with an appreciation of abstract ideas.

Builds Trust:
- Allow ideas to be explored.
- Listen and add to ideas.
- Communicate vision for the future.
- Encourage a safe environment for new ideas.
- Include visuals.

Breaks Trust:
- Criticizing new ideas without first exploring the possibilities.
- Not considering future implications.
- Continuing to do the same thing that's always been done.
- Having a dismissive attitude towards new ideas or approaches.

✏️ Structural

Combines sequential thought with an appreciation of practical applications.

Builds Trust:
- Create realistic timelines and expectations (predictability).
- Value the process as well as the conclusions.
- Attention to detail and organization.
- Willingness to follow procedures and to reach a common goal.

Breaks Trust:
- Compressed, unrealistic or no timelines.
- Not doing what you've said you'll do, when you said you'd do it.
- Breaking rules.
- Not appreciating lessons learned.

💬 Social

Tends to be empathic and is intuitive about others.

Builds Trust:
- Value the relationship above the task.
- Include them in the decision-making process.
- Consider the impact on people.
- Validate feelings and emotions.

Breaks Trust:
- Valuing task above relationship.
- Ignoring or disregarding peoples' worries, concerns or feelings.
- Criticizing people for their ideas.
- Treating someone differently in-person than when they're away.

The Behavioral Attributes and Trust

💬 Expressiveness

QUIET	INTROSPECTIVE	RESERVED	TALKATIVE	GREGARIOUS

First-Third

Builds Trust:
- Listening.
- Giving time and space to think.
- Putting it in writing.

Breaks Trust:
- Talking over them.
- Demanding an immediate response.
- Neglecting to provide a platform to express ideas.

Third-Third

Builds Trust:
- Saying what you think.
- Providing verbal confirmation.
- Allowing them to talk to you about it.

Breaks Trust:
- Holding back thoughts or opinions.
- Stopping them from being heard.
- Neglecting to provide an opportunity to get their thoughts out.

🚗 Assertiveness

PEACEKEEPER	EASYGOING	COMPETITIVE	FORCEFUL	DRIVING

First-Third

Builds Trust:
- Working together in a friendly, open manner.
- Working towards consensus.
- Mediating conflict calmly.

Breaks Trust:
- Using a combative or aggressive approach.
- Trying to "rile them up" or "drag it out of them."
- Challenging or "looking for a fight."

Third-Third

Builds Trust:
- Not taking it personally.
- Letting them make their points.
- Accepting direct responses.

Breaks Trust:
- Holding back thoughts, opinions or ideas.
- Abruptly ending a debate with "whatever" or "fine."
- Being indecisive about moving forward.

🎏 Flexibility

FOCUSED	FIRM	ADAPTABLE	ACCOMMODATING	WELCOMES CHANGE

First-Third

Builds Trust:
- Explaining rationale for change.
- Relying on them to stick to their decision.
- Following through on what you say.

Breaks Trust:
- Making changes without a valid reason or after a decision is "final."
- Not committing to a plan.
- Constantly changing direction.

Third-Third

Builds Trust:
- Appreciating their willingness to change.
- Being open to new ideas.
- Being accommodating.

Breaks Trust:
- Taking advantage of their willingness to change.
- Showing reluctance to consider new options.
- Considering only one option.

Building Trust Through Emergenetics

The following tips will help you build trust with others who have different thinking preferences than you.

- Research topics in advance.
- Be concise. *None*
- Provide ideas that enhance value.

- Allow ideas to be explored.
- Communicate vision for the future. *None*
- Include visuals.

- Realistic timelines and expectations.
- Value the process as well as conclusions. *None*
- Attention to detail and organization.

- Value the relationship.
- Consider the impact to people. *None*
- Validate feelings and emotions.

- Support research with detailed timelines.
- Keep realistic expectations. *Mike*
- Limit emotional rationalizations.

- Acknowledge their feelings.
- Listen to their opinions. *None*
- Seek unique solutions.

- Be punctual. *Becky   David*
- Consider all the details.
- Ask about them as an individu

- Provide broad and accurate summaries that connect to the big picture.
- Out-of-box thinking that adds value to the bottom line.
- Allow for ideas to be challenged. *Erin*

- Be accurate.
- Use reliable data from credible sources. *None*
- Acknowledge their feelings.

- Take one unique idea and explore it in depth.
- Follow up on your ideas. *None*
- Allow space and time to get hands-on with ideas.

- Allow for clarifying questions. *Christy   Elizabeth*
- Give sufficient prep time.
- Acknowledge their successes. *Kaylee*

- Allow time to consider all the angles.
- Root logic with emotion. *Susan*
- Keep a fast pace.

- Align your visions.
- Be objective. *None*
- Stick to the facts.

- Keep focused on process.
- Consider their emotions. *None*
- Show how decisions impact the bigger picture.

- Allow them to live in any attribute.
- Give them time to come to a decision. *None*
- Expect changing perspectives.

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Expressiveness

First-Third
Listen.
Maintain confidentiality.
Give time and space to think things through.
Put it in writing.

Second-Third
Allow them to flex between quiet and outgoing.
Vary the energy in your interaction.
Provide space for internal and external processing.

Third-Third
Say what you think.
Provide verbal confirmation.
Be interactive.
Allow them to talk to you about it.

David (8)   *Mike (14)*   *Kaylee (28)*   *Christy (42)*   *Susan (45)*   *Erin (64)*   *Elizabeth (68)*   *Becky (91)*

Assertiveness

First-Third
Work together in a friendly and open manner.
Work towards consensus.
Mediate conflict calmly.
Accept rules as presented.

Second-Third
Let them challenge things when it is important to them.
Vary your pace.
Allow for variances in energy towards driving ideas.

Third-Third
Be willing to engage in a challenge or allow them to play "devil's advocate."
Don't take it personally.
Let them make their point.
Accept direct responses.

David (5)   *Kaylee (22)*   *Mike (51)*   *Elizabeth (59)*   *Susan (66)*   *Becky (79)*   *Christy (82)*   *Erin (93)*

Flexibility

First-Third
Explain the rationale behind change.
Rely on them to stick to their decisions.
If you say it, do it.
Allow time for them to complete their project.

Second-Third
Understand when it is important for them to hold firm to an idea or change perspectives.
Vary your focus.
Adapt to the situation.

Third-Third
Appreciate their willingness to change.
Be open to new ideas.
Give them options.
Be accommodating.

Mike (7)   *Erin (26)*   *David (29)*   *Christy (36)*   *Susan (52)*   *Elizabeth (60)*   *Becky (82)*
Kaylee (32)

EMERGENETICS TEMPLATE   emergenetics® INTERNATIONAL

ANALYTICAL		CONCEPTUAL
STRUCTURAL		SOCIAL

1/3	← EXPRESSIVENESS →	3/3
1/3	← ASSERTIVENESS →	3/3
1/3	← FLEXIBILITY →	3/3

LEARNING STILL MORE ABOUT YOUR TEAM

- Share your Profiles with one another
  - Where are the similarities? Differences?

- Look at and discuss your Team's Group Profile
  - How "Balanced" is your Team? Are you a WEteam?
  - What are the Brilliances of your team?
  - What might be some Blindspots (what's missing in your Group Profile?)

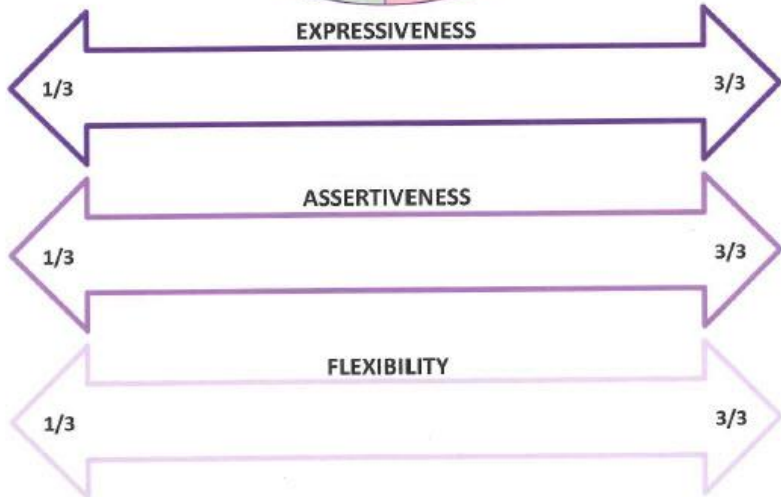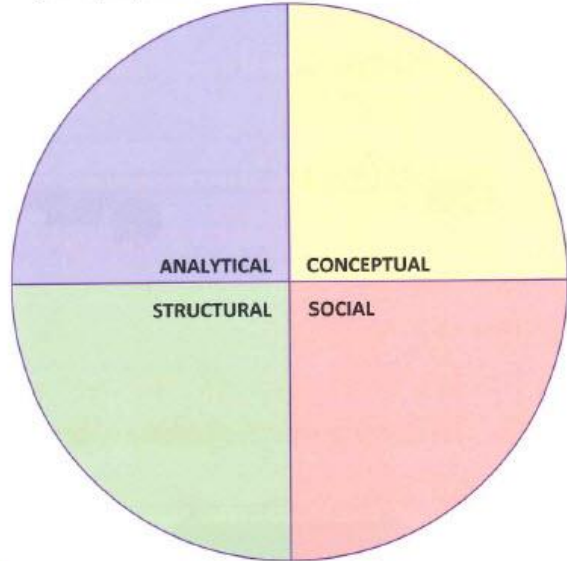- Fill out the Gap Matrix Form & WEteam Directory

GAP MATRIX FORM

- Fill in the names of people in your group, project or team that provide perspective from a preference in the different Emergenetics attributes.
- Identify any areas where a preference is not being represented; build a WEteam™ or determine your WEapproach™ to provide perspective for the missing attribute(s).

ANALYTICAL CONCEPTUAL

STRUCTURAL SOCIAL

EXPRESSIVENESS

1/3   3/3

ASSERTIVENESS

1/3   3/3

FLEXIBILITY

1/3   3/3

WEteam™ DIRECTORY FORM

Instructions:

Fill in the names of people in your group, project or team who are willing to contribute their strengths and perspectives for their unique Emergenetics preferences and how they plan to do so.

Contributing strengths for:	Team Member Name(s)	How?
Analytical		
Structural		
Social		
Conceptual		
Bring perspective for:	Team Member Name(s)	How?
1/3 Expressiveness		
3/3 Expressiveness		
1/3 Assertiveness		
3/3 Assertiveness		
1/3 Flexibility		
3/3 Flexibility		

THE IMPORTANCE OF NORMS

What are norms?

Norms are a set of expectations and behavioral standards that shape team member interactions.

RESULTS OF EFFECTIVE TEAM NORMS

Mutual Understanding

Clearly understood by all team members regardless of their Emergenetics preferences.

Actionable Feedback

Observable or measurable in some manner, ensuring team members can make any adjustments necessary to bring the norms to life.

THE RESEARCH ON TEAM NORMS

In 2012, Project Aristotle studied 180 teams throughout Google to figure out what made some teams more successful than others.

After following the teams for over a year, researchers found that team norms had the biggest impact on team success.

Source: http://www.nytimes.com/2016/02/28/magazine/what-google-learned-from-its-quest-to-build-the-perfect-team.html?_r=1

REVEALING PREFERENCES. REALIZING POTENTIAL.

SOME EXAMPLES OF TEAM NORMS

- Be prepared for the meeting

- Be respectful of others and their opinions

- Listen Respectfully to each other without side conversations

- We will share ideas, respect and support the decisions of the group

- Punctuality - show up on time, by 9:25

- Stay true to the agenda

- Polite technology

- Collaborate beyond areas of expertise and look for unique solutions.

- Ask for help and offer help.

- Consider other options when colleagues challenge.

- Be present in body and mind

- If NORMS are violated, speak up,("We're straying from our norms"), smile, & get back on track.

- Treat each other with dignity and respect.

ALIGNING NORMS TO ATTRIBUTES

"Treat each other with dignity and respect."

ANALYTICAL
Be precise with facts and figures.

STRUCTURAL
Respect the order and the rules.

SOCIAL
Respect the feelings of others.

CONCEPTUAL
Be willing to explore new avenues.

EXPRESSIVENESS
Allow me space and time to think and talk.

My first words aren't necessarily my final words on the matter.

ASSERTIVENESS
Ensure the team is onboard.

Allow me to charge ahead.

FLEXIBILITY
No sudden or unexpected changes.

Leave room for exploring other possibilities.

ALIGNING NORMS TO ATTRIBUTES

ANALYTICAL THINKERS
- Be accountable and responsible to the team

STRUCTURAL THINKERS
- Be on time for all meetings and deadlines

SOCIAL THINKERS
- Treat each other with dignity & respect; valuing each individual

CONCEPTUAL
- Collaborate beyond areas of expertise, look for unique solutions

EXPRESSIVENESS

Ask for help and offer help.   Clearly communicate what is needed.

ASSERTIVENESS

Allow questions and challenges without making it personal.   When there is a problem, express it

FLEXIBILITY

Respect decisions; provide reasoning for why the change.   Be open to change, especially in the best interest of the team.

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TIPS FOR TEAM NORMS

Each team should its own norms:
Asking a committee to create norms all teams should honor is ineffective. Norms are collective commit-ments that members make to each other, and committees cannot make commitments for us. Furthermore, norms should reflect the experiences, hopes, and expectations of a specific team's members.

Norms should be stated as commitments to act or behave in certain ways rather than as beliefs:
The statement, "We will arrive to meetings on time and stay fully engaged throughout the meeting," is more powerful than, "We believe in punctuality."

Teams should focus on a few essential norms rather than creating an extensive laundry list:
Less is more when it comes to norms. People do not need a lot of rules to remember, just a few commitments to honor.

One of the team's norms should clarify how the team will respond if one or more members are not observing the norms:
 Violations of team norms must be addressed. Failure to confront clear violations of the commitments members have made to each other will undermine the entire team process.

Norms should be reviewed at the beginning and end of each meeting for at least six months:
Norms only impact the work of a team if they are put into practice over and over again until they become internalized. Teams should not confuse writing norms with living norms.

Teams should formally evaluate their effectiveness at least twice a year:
This assessment should include exploration of the following questions.

DEVELOP YOUR TEAM NORMS

Come up with a list of norms for your team

Using an Emergenetics Template:

1. Place each of your Team Norms in an appropriate part of the Template

2. Analyze the result:
   - Is there a Norm in every part of the Template?
     - i.e. each Thinking Attribute & both ends of the Behavioral Characteristic spectra?
   - Do any of the Norms fall in more than one place on the Template?
   - Will the Norms work for EVERYONE's preferences?

3. Adjust your Norms as necessary.
   - Keep? Throwaway? Re-word? Add?